

ADMINISTRATIVE - INTERNAL USE ONLY

63-987

10 FEB 1963

MEMORANDUM FOR: Deputy Director (Intelligence)
Deputy Director (Plans)
Deputy Director (Research)
Deputy Director (Support)

SUBJECT : Fitness Reports

1. You are aware of my concern about our Fitness Reporting system and my determination that we must improve our performance in preparing timely and meaningful reports. I shall expect you to give your personal attention to doing so in your components.

2. I have instructed the Director of Personnel to develop and to put into effect such mechanical controls and quality reviews as are necessary to identify delinquencies or deficiencies in the operation of our Fitness Reporting system. He will institute immediately procedures for notifying you of any overdue reports in your components which are 60 days or more delinquent and will notify me of those which are delinquent 90 days or more. As you know, I intend to issue a formal reprimand to the official responsible for any report in the 90-day delinquency group unless acceptable reasons have been given for delaying the report.

3. Immediate and substantial improvement in the preparation of reports when they are due and in full compliance with the technical instructions which accompany the form is but a first step. I regard its accomplishment to be largely a matter of good supervisory discipline. Our second step will be to improve the quality and integrity of these reports and to bring about a high degree of consistency in the application of the rating standards provided in the Fitness Report form. This will not be an easy task and its accomplishment will require that you exercise command leadership in establishing and applying appropriate monitoring techniques in your components. While I expect the Director of Personnel to provide staff leadership in this area, I shall look to you to take the initiative in developing this program in your component and shall expect an early report of your progress in doing so.

(Signed) Marshall S. Carter

Marshall S. Carter
Lieutenant General, USA
Deputy Director

Distribution:

2 - Ea Addressee; 1 - Ex-101; 1 - Compt; 1 - IG; 1 - Gen Counsel
1 - DDCI; 1 - DCI; 1 - D/Pers

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SENDER WILL CHECK CLASSIFICATION			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Inspector General 7D49 Headquarters		
2			
3			
4			
5			
6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
Remarks:			
I shall expect the same action and support from you in the application of the Fitness Report- ing system in your areas as I have required of the Deputy Directors.			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.		DATE	
Deputy Director of Central Intelligence			
UNCLASSIFIED	CONFIDENTIAL	SECRET	

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Would you like me to circulate this?

Here to C/AS.

After reply. Circulate both together.

I note the last sentence requests an "early report" however since you are an "info copy" with the buckslip note, do you think we can assume we need not comply? (with the report, I mean).

I think we should

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[REDACTED]

and his reply.

Note my note to JSE/ Mr. Earman would like you to draft a report to General Carter.

Mr. Earman has been and is very much concerned & interested in fitness reports and has given me "orders" to be SURE we are never delinquent. I'm sure you've heard him on the subject, and Gen. Carter is aware of JSE's concern also. (~~xxxx~~ results of "illuminations" during 701 exercise I believe).

*IX
copy
to
JSE
for
review*
Personnel sends us a list of fitness reports due on Audit/Inspection employees 45 days prior to the time they are due. I send a copy to Audit on those applicable, and retain a copy in suspense, at which time I check with Audit to ascertain they have all been forwarded, as their fitness reports do not come through this office.

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Inspection Staff members will be completed by you, and reviewed by JSE. In the case of clericals on the Inspection Staff, the ~~xxxx~~ inspectors for whom the secretary works complete the report, and you will review it. My master list of fitness reports due serves as a suspense.....and I would be responsible for being sure Inspection Staff reports are completed in ample time for forwarding to Personnel.

[REDACTED]

NOTE: JSE MAY wish to have Audit Staff fitness reports forwarded thru him.....(altho' I feel sure not reviewed by him, except for [REDACTED])